

2012 Annual Report

OUR MISSION

To conduct educational activities for civilians and the military in the Western Hemisphere with the goal of enhancing partner capacity and fostering trust, mutual understanding, and regional cooperation.

Director

Richard D. Downie, Ph.D.

Deputy Director

Ken LaPlante

Dean of Academic Affairs

Luis Bitencourt, Ph.D.

Dean of Students, Administration, and Outreach

John Thompson, MG, USA (Ret.)

Associate Director, Research and Publications

Howard Wiarda, Ph.D.

Strategic Program Manager

Michael Mann

Managing Editor

Yamile Kahn

Assistant Editor

Patricia Kehoe

Layout, Design, and Cover

Vitmary Rodríguez (Vivian)

Graphics and Photos

NDU and CHDS Multimedia

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HISTORY



Inscribed on the CHDS seal are the words *mens et fides mutua*, which in Latin means understanding and mutual trust. It was in the spirit of these two important end states for regional cooperation that CHDS was established in the second half of the 1990s as the U.S. Defense Department's primary educational institution for leaders in Hemispheric security and defense.

The need for a responsive U.S. mechanism to strengthen democratic civil-military relations emerged from the first-ever Defense Ministerial of the Americas (DMA) in July 1995. Ministers from 34 democracies came together in Williamsburg, Virginia, to discuss topics of concern, among which was the common lack of civilian officials prepared for security and defense issues facing their respective nations. The Pentagon's movement to meet this need stemmed from Secretary William J. Perry's August visit to the George C. Marshall Center in Germany, which recently had been reorganized to bolster democratic defense establishments in the former Warsaw Pact countries. Secretary Perry recognized that a regional center could work for the Americas, and his office began to solicit and analyze concepts. At the October 1996 DMA in Argentina, Secretary Perry stated his intention to establish a regional education center tailored to the needs of the Western Hemisphere defense ministers and to provide education about defense for a broad civilian community.

Over the following year, the Department of Defense moved to implement the concept proposed by the National Defense University's Institute for National Strategic Studies (INSS) which became the Center for Hemispheric Defense Studies. In developing its concept, INSS maintained close contact with defense ministries and civilian academics from many partner nations. As a result of close collaboration more than 25 suggestions were incorporated. The conceptual and operational foundations of CHDS were designed by the CHDS originating Director John "Jay" Cope, a lifetime scholar and retired Army Colonel with vast experience with the region, including service at the State Department Bureau of Inter-American Affairs, U.S. Southern Command, and the U.S. Army War College.

The inauguration of the Center for Hemispheric Defense Studies and ribbon cutting at its new facility took place on September 17, 1997, the culmination of a three-day Hemispheric Conference on Education and Defense. Near the close of 1997, the National Defense University, with OSD concurrence, hired Director Margaret Daly Hayes, who would serve for six years. Dr. Daly Hayes developed the Center's curriculum and worked with defense ministries, parliamentary defense committees, and other government agencies to promote the important mission of CHDS. In March 1998, CHDS conducted its first three-week course, the Defense Planning and Resource Management Course. That year the Center also began a program of in-region seminars, the first of which was held in Bolivia.

At the 2003 DMA V meeting in Santiago, the government of Chile gave official recognition to CHDS for its contribution to matters of Hemispheric Defense and Security. When Dr. Richard Downie became the Center's director in March 2004, he immediately undertook a strategic reassessment of the Center in consultation with his faculty, staff, and U.S. and regional stakeholders. Under Dr. Downie's leadership, CHDS has continued to grow and to develop new programs, particularly in the fields of alumni outreach and coordination with partner institutions. In 2007, CHDS introduced advanced courses and in 2011, specialized courses.

At the 2010 DMA IX in Santa Cruz, Bolivia, then-Secretary of Defense Robert Gates pledged two scholarships to each Minister of Defense for future CHDS courses and supported the offering of CHDS seminars to those ministers so desiring. In 2010, CHDS also began an ambitious expansion plan for research and publications. Several new types of outlets for publications by CHDS faculty and staff, alumni, and members of our community of interest were created to better facilitate education and discussion about the most prescient issues affecting the Hemisphere.

To commemorate the 15th anniversary of CHDS's founding this year, the Center faculty and staff undertook many new educational initiatives and outreach events, which are detailed in the following pages. In 2012, CHDS continued to expand its network of partners and alumni in the Western Hemisphere and incorporated blended learning as the standard for all course offerings.

CHDS works with its partners to facilitate engagement in the Western Hemisphere and to:

- Strengthen sustainable individual and institutional capacity at the national and transnational level to enhance national, regional, and international security consistent with the norms of democratic governance and civil-military relations;
- Enhance regional security through the creation of collaborative communities of interest among military and civilian officials from States of the Western Hemisphere and examining fundamental causes of relevant security challenges and the most effective means to counter them;
- Foster defense support to civil authorities in dealing with disasters in a manner consistent with each country's legal, historical, and cultural norms and the proper role of the military in democratic societies; and
- Promote critical thinking on global security issues, as related to the Western Hemisphere.

From Secretary of Defense Leon Panetta's January 2012 Defense Budget Priorities and Choices:

"Across the globe we will seek to be the security partner of choice, pursuing new partnerships with a growing number of nations including those in Africa and Latin America. . . . We will preserve our key partnership development efforts, [such as] Five Regional Centers for Strategic Study that provide relationship-building opportunities to international students."

MESSAGE FROM THE DIRECTOR



In September 2012, we at CHDS celebrated the 15th anniversary of our founding in 1997. It has been my honor to preside over both the 10th and 15th organizational anniversary celebrations during my nine-year tenure as Director. After 10 years in existence, CHDS had settled firmly into its role as the pre-eminent security and defense teaching institution focused on the Americas. Now, after 15 years, I can safely say that we have achieved our most ambitious programming goals and continue to be the region's partner of choice for security and defense education.

This was a landmark year for CHDS, due in large part our 15th anniversary, but also due to the implementation of several new modes of outreach and education that have revolutionized the CHDS operational model. For years, CHDS has regularly received requests from partner institutions and governments to conduct courses in-region. This year, CHDS has collaborated with institutional partners throughout the Americas to design these new in-region courses. In August, for example, CHDS faculty worked with U.S. Northern Command, the Royal Bahamas Defence Force, and the Royal Bahamas Police Force to offer a five-day course on combating transnational organized crime. In May, two professors worked with students and faculty of Paraguay's Institute of High Strategic Studies (IAEE) for several weeks before traveling to Asunción, where they presented an intensive one-week course on leadership and defense planning.

As CHDS continues to improve the quality of our academic and engagement programs, we also find that we are blessed with a broad and robust community of alumni that have maintained connections with the Center. We often receive requests from alumni to participate in events and seminars they host in-region, and are proud of our many alumni who have gone on to shape the defense and security policymaking processes in their own countries.

In March, faculty members, staff, and students of the National Autonomous University of Mexico (UNAM), the University of Guadalajara (UDG), and the Collective of Analysis of Security with Democracy (CASEDE) welcomed CHDS professors for a series of discussions and events.

Faculty and staff then traveled to Guatemala City and San Salvador in May for a series of programs dealing with transnational organized crime, money laundering, and U.S. national security strategy. Perhaps most fulfilling for the CHDS team, however, is supporting those programs organized entirely by alumni, such as the third annual conference sponsored by the Peruvian Alumni Association in August, as well as an October conference in Guayaquil co-sponsored by our alumni and the U.S. Embassy in Quito.

Interacting with our alumni

**A landmark year,
due in large part to our
15th
anniversary**

communities and partner institutions has never been easier; with the help of video teleconference (VTC) technology, we can easily conduct discussions, seminars, and presentations remotely. Cost-effective VTC technology has become a cornerstone of CHDS programming, and in 2012 our faculty and staff participated in more than 45 VTC sessions, reaching audiences throughout the region and the world. Many partners, like the Peruvian Strategic Leadership for Defense and Crisis Management Course (CEDEYAC) and El Salvador's alumni association, conduct regular sessions in which CHDS faculty members present and engage with audiences thousands of miles away. Leveraging the power of multi-point VTC technology, one CHDS professor conducted an online program in February to an audience in Mexico that totaled more than 400, including a broad range of security and defense professionals and scholars.

CHDS continues to be a leading venue for research into security and defense in the Americas. In recent years, our publication program, highlighted by the flagship *Security and Defense Studies Review*, has matured into a forum for vibrant discourse and collaboration. In addition to the *Review*, CHDS publishes "Regional Insights," "Occasional Papers," and faculty papers, and we are currently working on a book project titled *From the Abyss to Democratic Security*, a reflection on Colombia's transformation from the depth of a crisis to a viable State.

I am also pleased to commend the recipients of this year's William J. Perry Awards for Excellence in Defense and Security Education: the Western Hemisphere Institute for Security Cooperation (WHINSEC), the Regional Security System (RSS), and the Honorable Peter MacKay, Canada's Minister of Defence. Our recipients are emblematic of the commitment to education in topics of security and defense that we aspire to at CHDS.

While I will be moving on from CHDS in 2013, I will happily continue to remain a part of the broad and deeply connected CHDS community of staff, alumni, and friends. CHDS fulfills a unique and necessary component of defense and security relations with our closest neighbors, and in an era of increasing international cooperation, the future for CHDS and partnership-building is very bright. I am proud of all we accomplished in 2012, especially the creative and cost-effective improvements to our educational offerings that you will read more about throughout this report.

Dr. Richard D. Downie



EDUCATION

In FY 2012, CHDS continued to enhance the content and organization of our educational programs in order to maintain our status as the premier DOD teaching institution for defense and security issues of the Western Hemisphere. Led by our Dean of Academic Affairs, Dr. Luis Bitencourt, the CHDS faculty and staff redesigned our academic offerings in 2012 in order to reflect the evolving needs of our stakeholders while maintaining the core theoretical and historical underpinnings for all of our educational activities.

This year has been exceptional for CHDS in terms of efficient and creative course organization. The implementation of a two-to-three-week distance learning phase as part of all courses allows all Fellows to enter the resident phase familiar with the concepts and theories to be discussed in class. Both CHDS faculty and course participants have found that the institution of the distance learning phase has greatly enriched the courses in the resident phase. In addition to online distance learning, the CHDS faculty has also implemented new in-region courses and expanded the use of VTC technology, which simultaneously allow us to reach broader audiences and reduce costs for CHDS and our partners.

Through its exemplary educational programs and outreach activities, CHDS has successfully promoted stronger partnerships, closer professional ties with U.S. defense and security counterparts, and more capable defense and security professionals from partner nations throughout the Western Hemisphere.

*—GEN Douglas M. Fraser, USAF
(USSOUTHCOM Commander)*

RESIDENT COURSES



Mr. Mark Wells, CTOC and TCI graduation speaker



The course offerings at CHDS have evolved over the 15 years since our founding in order to bolster the stability and security of our partner nations. Our faculty includes professional academics and prominent practitioners from the highest levels of government, all of whom work together to develop a robust and challenging curriculum that addresses a wide range of topics from a theoretical framework and based on a nuanced (and, often, firsthand) appreciation for the regional historical context faced by our partner nations.

Our 2012 courses were split among four levels: Foundational, an introduction to political theory and strategy; Specialized, which are thematically focused on security and whole-of-government topics; Advanced, which are graduate level and take advantage of the subject-area expertise and backgrounds of our faculty and explore high-level policymaking and organization in depth; and Strategic, which are short-term, intensive educational events for senior executives to sharpen their specific and actionable policy management skills and analyze lessons learned from former ministers and presidents (all of which can be immediately applied upon return to the individual's home nation.) In addition to the traditional CHDS-based courses, we have also rolled out new in-region courses, explained in detail on page 12.

The addition of the online phase to many courses in 2012 has drastically enriched the experience of students upon arrival in D.C. for the residence phase. By initiating coursework up to three weeks prior to the students' arrival at CHDS, they are well-prepared to begin the work of class participation, modeling, and simulations right away. The (virtually costless) benefit of the pre-residence online phase has been noted by professors, and in post-course surveys by students, to be evident in the richness of classroom participation as well as the high quality of final projects, as students are able to begin examining the course topics while still in their home countries.



Resident Courses: Foundational Level

Strategy and Defense Policy (SDP)

Feb. 6–Mar. 30

• 63 Participants

20 Nations Represented:

Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, United States, Uruguay, Venezuela

Issues examined: defense and security policy formulation and implementation; resource management; civilian-military and law enforcement cooperation; defense economics; interagency and international coordination; and control and oversight. Exercises, lectures, individual studies, and CHDS's unique "table top simulations," help students to apply class concepts to a realistic (yet hypothetical) scenario.

Caribbean Defense and Security Course (CDSC)

Jun. 18–Jul. 27

• 56 Participants

21 Nations Represented:

Antigua and Barbuda, Bahamas, Barbados, Belize, Brazil, Colombia, Dominica, Dominican Republic, El Salvador, Grenada, Guyana, Haiti, Jamaica, Mexico, Panama, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, United States

Issues examined: international and national security environments and processes; defense and security policy formulation and implementation; resource management; civilian-military and law enforcement cooperation; defense economics; transnational security issues; and interagency and international coordination in order to produce more effective national security and defense policies.





Resident Courses: Specialized Level

Combating Transnational Organized Crime and Illicit Networks (CTOC)

Oct. 24–Nov. 4

- 20 Participants

11 Nations Represented:

Argentina, Bolivia, Brazil, Chile, Colombia, Guatemala, Honduras, Mexico, Panama, Peru, United States

Sep. 10–21

- 32 Participants

13 Nations Represented:

Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Mexico, Nicaragua, Panama, Paraguay, Peru, United States

Issues examined: transnational criminal organizations (TCOs) and strategies, mechanisms, and processes that can be used to evaluate and address the threats posed by TCOs for government and non-government officials directly involved with issues of national security and defense, law enforcement, and illicit trafficking.

Perspectives on Homeland Security and Defense (PHSD)

Apr. 16–27

- 39 Participants

14 Nations Represented:

Belize, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru, United States

Issues examined: international models of homeland security and defense, and regional cooperation in response to natural and man-made threats throughout the Western Hemisphere. The first week of the course takes place in Washington, D.C., and the second week is held at NORTHCOM Headquarters in Colorado Springs, Colo.

Resident Courses: Advanced Level

Governance, Governability, and Security in the Americas (GGSA)

Oct. 17–Nov. 4

• 18 Participants

12 Nations Represented:

Barbados, Colombia, Dominica, El Salvador, Grenada, Haiti, Jamaica, Nicaragua, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, United States

Issues examined: processes and mechanisms that contribute to socio-political and economic stability; and contemporary issues of governance and governability from national, regional, and global perspectives.

Advanced Civil/Political/ Military Relations and Democratic Leadership (ACPMR)

Oct. 17–Nov. 4

• 15 Participants

9 Nations Represented:

Argentina, Brazil, Colombia, Costa Rica, Guatemala, Mexico, Peru, Uruguay, Venezuela

Issues examined: civil-military relations within the context of the democratic process; and models of political/military cooperation in the region.

Strategy and International Security (SIS)

Oct. 17–Nov. 4

• 17 Participants

8 Nations Represented:

Brazil, Chile, Colombia, Costa Rica, Mexico, Peru, United States, Venezuela

Issues examined: international security strategies, including management of information and the use of force, in the context of international relations theory.





Advanced Level (continued)

Terrorism and Counterinsurgency (TCI)

Oct. 17–Nov. 4

- 16 Participants

9 Nations Represented:

Argentina, Brazil, Chile, Colombia, El Salvador, Peru, Spain, Uruguay, Venezuela

Sep. 5–21

- 18 Participants

8 Nations Represented:

Brazil, Colombia, El Salvador, Mexico, Panama, Peru, Spain, United States

Issues examined: conflicts dominated by insurgency and terrorism; reasons for the emergence of insurgency and terrorism; the comparative political and theoretical approaches to insurgent strategy, mobilization, operations; and organization and countermeasures.



Advanced Defense Policy (ADP) Special Course for the Inter-American Defense College

Apr. 9–27

- 62 Participants

13 Nations Represented:

Brazil, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, United States

Issues examined: international relations theory, strategy, defense policy, and defense analysis. Focus on conception, formulation, implementation, and evaluation skills with regard to defense policy.



The 2012 Resident and In-Region Course Participants Represent the Diversity of Our Partner Nations:

Argentina
Antigua and Barbuda
The Bahamas
Barbados
Belize
Bolivia
Brazil
Chile
Colombia
Costa Rica
Dominica
Dominican Republic
Ecuador
El Salvador
Grenada
Guatemala
Haiti
Honduras
Jamaica
Mexico
Nicaragua
Panama
Paraguay
Peru
Spain
St. Vincent and the Grenadines
Suriname
Trinidad and Tobago
Turks and Caicos
United States
Uruguay
Venezuela

In-Region Courses

This was a landmark year for CHDS educational programs, exemplified by the development and implementation of in-region courses. This year, CHDS designed four courses, which were entirely conducted on-site at partner institutions in the region. Aside from the dramatic cost reduction and increase in efficiency gained by bringing CHDS faculty members to their students rather than arranging for course students to travel to Washington, D.C., these in-region courses also increase CHDS visibility in our partner nations and shorten the distance between classroom discussions and the defense policy considerations of our students. The following in-region courses from 2012 show how CHDS continues to adapt and improve our course offerings to best meet the needs of our regional partners and prospective students:

Executive Police Seminar

Oct. 18–23
Bogotá, Colombia
• 49 participants

Countering Transnational Organized Crime (CTOC)

Aug. 13–17
The Bahamas
• 52 participants

Senior Leadership Planning Course with IAEE

Apr. 30–May 5
Paraguay
• 69 participants

Executive Course for Jamaican Constabulary

Aug. 27–30
Jamaica
• 88 participants



NATIONLAB

Command and General Staff College (ECEM), Honduras

Oct. 17–21

- Topic: natural disaster preparedness and response
- Participants: 56

Ministry of Public Security, Panama

Oct. 17–21

- Topic: natural disaster preparedness and response
- Participants: 32

NationLab is an interactive educational event that provides hands-on experience in the formulation of strategy and policy with respect to timely and relevant security and defense issues in the Hemisphere. Each NationLab is customized by CHDS with a specific partner institution and the U.S. Embassy Country Team. A typical NationLab lasts one week and involves intensive problem-solving role playing with a national security challenge (e.g., narcotrafficking, terrorism, or multinational operations in contexts such as disaster relief).

Strategic Studies College (CAEE), El Salvador

Jun. 26–28

- Topic: decisionmaking process during national disasters
- Participants: 69

Mexican Navy War College (CESNAV)

Nov. 14–18

- Topic: complex operations (interagency and international response to transnational organized crime, natural disaster response)
- Participants: 127 (including individuals from Canada, Guatemala, and NORTHCOM)



Mexican National Defense College (CDN)

Jun. 11–15

- Topic: decisionmaking and coordination during a natural disaster, specifically an earthquake
- First ever NationLab with SEDENA
- Participants: 120, including 50 Mexican Army flag officers

NationLabs are an effective engagement platform, and the relationship between CHDS efforts and outcomes is exemplified with Mexico. In 2009, we developed the first NationLab for the Mexican Navy War College (CESNAV), which resulted in the first-ever simulation exercise with CESNAV, and included considerable senior officer visibility within the Mexican Armed Forces. The cooperation between the Mexican Army and Navy was a major achievement for the NationLab program. Since that first event, CHDS has conducted NationLabs for both the Army and Navy war colleges, including 214 senior officers in 2012.

Center for Advanced National Studies (CAEN), Peru

Sep. 24–28

- Topic: complex interagency response to transnational organized crime with an added national disaster response component
- Participants: 128, including CAEN students, faculty, and outside observers (the largest and most sophisticated NationLab exercise to date)

OUTREACH

In FY 2012, CHDS was able to reach a wider audience than ever with our programs and events, while still maintaining an ambitious schedule of smaller strategic meetings and workshops that make the CHDS environment unique and sought-after.

Our staff works closely with foreign partners and the U.S. Embassy Country Team in each country to develop targeted academic exchange programs that deliver appropriate and timely content to emerging leaders in the region, to learn about the initiatives of regional institutions, and to reinforce America's role as the international partner of choice for security and defense collaboration—both strategic and academic. CHDS faculty and staff traveled throughout the Hemisphere in 2012 to communicate with alumni, partner institutions, and prospective students about programs and opportunities at the Center.

Through the use of video conferencing technology and live-streaming applications, CHDS is able to broadcast our D.C.-based programming to a worldwide audience, and the ongoing digitization of our publications has also provided a cost-effective way for us to call attention to the important research and writing that our world-class faculty and students undertake throughout the year.

“[CHDS provides] critical and cost-effective “smart power” tools which have improved regional relations, developed unified efforts to counter transnational criminal networks and provided support to democratic governance, human rights, rule of law, and senior-level partnerships.”

***—GEN Charles H. Jacoby Jr.,
USA (USNORTHCOM Commander)
and GEN Douglas M. Fraser, USAF
(USSOUTHCOM Commander)***

PARTNER VISITS AND STRATEGIC INTERACTION

2012 Visitors of Note

- Peruvian Army War College
- Alas Peruanas University Ph.D. candidates
- Chilean Minister of Defense and Vice-Minister of Defense
- Guatemalan Minister of Defense
- Former Colombian President Álvaro Uribe
- Mexican Naval War College (CESNAV)
- Peruvian Congressional and Ministry of Defense Delegation
- Advanced Military Studies Course (CAEM)
- Colombian Advanced School of War (ESDEGUE)
- Academic Exchange with National Academy of Political and Strategic Studies (ANEPE), Chile
- Inter-American Air Forces Academy (IAAFA)
- Graduate School of Advanced Studies (EGAE), Dominican Republic
- U.S. Marine Corps War College (MCWAR)
- Guatemalan High Strategic Studies Course (COSEDE)
- Strategic Superior Studies College (CAEE), El Salvador
- Western Hemisphere Institute for Security Cooperation (WHINSEC)

CHDS fulfills its mission by building and maintaining longstanding relationships with our partner institutions in other countries of the Western Hemisphere. In the spirit of academic exchange and collaboration, CHDS and its partners organize many educational visits and special lectures throughout the year. In addition to CHDS in-region activities, the Center invites and accepts requests from many partner institutions and policymakers to make a stop at CHDS during their visits to Washington, D.C. In 2012, CHDS hosted 33 official visiting delegations comprising 905 individuals.

These visits, whether they be a CHDS professor lecturing to students at military education centers in our partner nations or strategic dialogues between high-level military or civil officials with our subject-matter experts, benefit both CHDS and our regional partners through the topics broached and lessons presented.

From April 29 to June 18, CHDS and the Chilean National Academy of Political and Strategic Studies (ANEPE-Chile) held their first academic exchange in a program coordinated by both institutions. During the three-week period, students and professors from ANEPE-Chile shared readings, lectures, and ideas with CHDS professors. Initially using VTC sessions, the two parties engaged in discussions on civilian control over the military in democratic countries, peace operations, and political decision making in general. From June 18 to June 21, CHDS hosted a group from ANEPE-Chile for more in-depth dialogue. The foundation for the academic exchange can be traced to an institutional agreement signed between CHDS and ANEPE-Chile in 1999.

Increasingly, CHDS has used VTC technology to deliver presentations to an international audience, further expanding our reach while remaining mindful of the realities of our fiscal resources.



Guatemalan Brigadier General Ulises Noé Anzueto Giron signs CHDS's guestbook.



CHDS Director and Leadership meet with Former Colombian President Álvaro Uribe.



SENIOR EXECUTIVE DIALOGUE (SED)

A Forum on National and Sub-Regional Strategies for Citizen Security in Central America, facilitated at CHDS in Washington, D.C.

June 20–22, 2012



The 2012 SED resulted from a stakeholder request to facilitate a dialogue on emerging security threats in Central America and the promotion of better bilateral and regional defense and security cooperation. Bringing together Central American Vice-Ministers of Defense and their U.S. government counterparts, the CHDS faculty moderated a robust and frank dialogue on topics such as national strategies, policies, and processes aimed at promoting citizen security at the national and sub-regional level. Due to the unique academic nature of CHDS and the off-the-record setting, participants in this three-day SED compared and contrasted their perceptions and priorities regarding common threats, and came to better understand the areas of policy and strategy that require international cooperation to be effective. Following the conclusion of the SED, participants communicated to the CHDS director the phenomenal substantive, informative, and candid nature of this SED format and venue. Given the unique position CHDS holds at the intersection between policymaking and academia, it continues to serve as the academic institutional partner of choice for teaching, research, and outreach on defense and security issues, by building trust and confidence and displaying a commitment to long-term engagement with our hemispheric partners at all levels of government.



WORKSHOPS AND SEMINARS

National Security Planning Workshops (NSPW)

In 2004, CHDS developed the NSPW event as a tool for partner nation governments to more efficiently and effectively approach the process of developing a national security strategy. The event usually lasts two-to-three days in the partner nation and brings together senior national security policymakers (presidents, prime ministers, cabinet members, legislators, military commanders, and national police chiefs) for a workshop facilitated by CHDS faculty that results in a draft document, timeline, or outline pertaining to national security strategy for that nation. In 2012 CHDS conducted two NSPW events:

- **Trinidad and Tobago, Jan. 19–24**

At the request of Trinidad and Tobago’s Prime Minister, CHDS facilitated a NSPW that resulted in a National Dialogue on that nation’s security needs.

- **Guatemala, May 25–26**

At the request of Guatemala’s President, and in coordination with his National Security/Technology Team (composed of many CHDS course graduates), the CHDS team, in conjunction with DOD’s Defense Institutional Reform Initiative (DIRI) Program, supported the drafting of documents that became that country’s National Security Strategy and National Defense Strategy, published in September and December 2012, respectively.



Counter Illicit Trafficking Senior Executive Workshop

June 18–21

CHDS, in cooperation with three other U.S. Department of Defense Regional Centers—the Africa Center for Strategic Studies (ACSS), the Near East South Asia Center for Strategic Studies (NESAS), and the George C. Marshall European Center for Security Studies (GCMC)—cosponsored a four-day workshop on “Countering Narcotics and the Illicit Commons.”

The workshop convened 60 senior-level government officials from the United States, Latin America, West Africa, North Africa, Europe, and international organizations, and focused primarily on efforts to disrupt the increased flow of cocaine from South America, through West and North Africa, into Europe. These transnational threats have grave implications for the health, governance, security, and stability of all regions concerned, and they directly challenge U.S. interests.

To support U.S. policies to combat narcotics trafficking and illicit networks and build partnership capacity, the workshop included panel and discussion group sessions moderated by regional center faculty and was conducted in English, Spanish, French, and Portuguese.

CTOC Seminar

May 21–23
El Salvador

- 75 participants, comprising members of the National Civil Police, the Salvadoran Armed Forces, and government and private sector civilians.



For busy civil and military policy professionals, CHDS faculty-facilitated seminars range in duration from 2 to 5 days and are tailored to specific and timely issues in hemispheric defense. The most popular seminar topic in 2012 was Combating Transnational Organized Crime and Illicit Networks (CTOC), a topic proven to be a persistent threat to security and governance in the hemisphere and of great importance and high visibility among our stakeholders and regional partners.

Along with the seminars designed for partner institutions and defense academies in the region, seminars on emerging transnational threats and interagency coordination taught by CHDS experts remain in high demand throughout the region.

THE HEMISPHERIC FORUM

In 2011, CHDS designed a new educational and outreach initiative called the Hemispheric Forum. The Forum was instituted in order to take advantage of the abundance of subject-matter experts and the community of interest in Western Hemisphere affairs in the greater Washington, D.C., area. The Forum follows a standard panel discussion format centered on a timely and important topic, with panelists representing the top of the field from government, think tanks, and academia. Each Forum event is open to the public and recorded for our web archive so that it can reach the widest possible audience. So far, the Hemispheric Forum has been a standout success in CHDS's repertoire of educational tools, and the transcripts and papers produced by both panelists and Forum attendees have been published both within CHDS and in other prestigious outlets. CHDS hosted five Hemispheric Forum events in 2012, and plans to expand the offering in 2013.



Nicaragua's Presidential Election

October 19, 2011

Panelists:

- Amb. Robert J. Callahan
U.S. Ambassador to Nicaragua
- Amb. (Ret.) Basco Matamoros
Advisor to Nicaraguan opposition party
- Manuel Orozco
Senior Associate at Inter-American Dialogue
- Amb. (Ret.) Cresencio Arcos
Senior Advisor to CHDS Director

2012 Election in Mexico

January 18, 2012

Panelists:

- Richard Downie
Director, CHDS
- Patricia Escamilla-Hamm
CHDS Assistant Professor
- Celina Realuyo
CHDS Assistant Professor
- Amb. (Ret.) Cresencio Arcos
Senior Advisor to CHDS Director

Iran in the Americas

March 13, 2012

Panelists:

- Stephen Johnson
Director, Americas Program at CSIS
- Judith Yaphe
Distinguished Middle East Fellow at INSS
- Douglas Farah
Adjunct Fellow of Americas Program at CSIS
- Celina Realuyo
CHDS Assistant Professor

Venezuela's Presidential Election: Strategic Implications

September 27, 2012

Panelists:

- Amb. (Ret.) Virginia Contreras
Former Venezuelan Ambassador to the OAS
- Stephen Johnson
Director, Americas Program at CSIS
- Boris Saavedra
Assistant Professor of National Security, CHDS

Current Perspectives on Illicit Drug Policies

May 11, 2012

Panelists :

- Marilyn Quagliotti
Deputy Director for Supply Reduction, Office on National Drug Control Policy
- Craig Deare
Dean of Administration, Center for International Security Studies
- Peter Hakim
President Emeritus, Inter-American Dialogue
- Tim Lynch
Director of the Project on Criminal Justice, CATO
- General (Ret.) Barry McCaffrey
CEO, McCaffrey Associates, LLC

ALUMNI NETWORK

CHDS Alumni Associations

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 Belize**
 Bolivia
 Brazil**
 Caribbean Region
 Chile
 Colombia
 Costa Rica**
 Dominican Republic
 Ecuador
 El Salvador
 Guatemala
 Guyana
 Haiti**
 Honduras*
 Jamaica
 Panama*
 Paraguay
 Peru
 Trinidad and Tobago*
 Uruguay
 Venezuela
 United States

*New in 2012

**Forming

The CHDS Alumni network continued to expand and develop as a vibrant community of defense and security professionals, leading innovative academic efforts and promoting partnerships throughout the region. The Peruvian Alumni Association held its third annual conference in August 2012, and CHDS faculty members were again invited to attend and make presentations to the 200+ participants. In May the El Salvador Alumni Association offered its second three-day workshop, which was attended by 60 civilian, military, and national civil police professionals. CHDS professors and an alumna provided timely presentations on transnational crime to the workshop participants.



In addition to regional events, sectors of the alumni community actively sought out opportunities for further interaction with CHDS. Associations in Trinidad and Tobago and El Salvador as well as alumni networks in Argentina, Chile, Costa Rica, and Mexico utilized videoconferencing to hold unique events and regular lecture series on a variety of topics. The videoconferences were well attended by alumni as well as the greater security and defense community. Video recordings of the lectures available on the CHDS website further expand the Center's reach.

Additional alumni interaction and collaboration is made possible through the CHDS Regional Outreach Seminar program. This was the second year for this program, which consisted of trips to Mexico, El Salvador, and Guatemala. In support of the CHDS mission to foster partnerships, build and strengthen existing relationships, support collaborative communities of interest, and strengthen sustainable institutional capacity, a four-person CHDS team, in collaboration with the Office of Security Cooperation and the local alumni community, conducted meetings, forums, roundtable discussions, and topical workshops with partner institutions and alumni in each country, meeting with a total of over 400 participants. Likewise, CHDS activities in the Bahamas, Colombia, Honduras, Jamaica, Paraguay, and Trinidad and Tobago offered opportunities for additional alumni gatherings and networking.

CHDS maintains an active social media presence, supporting and interacting with the extensive alumni community through Facebook, Blogger, Flickr, Twitter, and AdobeConnect via GlobalNet.



TECHNOLOGY AND ONLINE RESOURCES



CHDSNET

<http://chdsnet.org>

- dynamic and secure online community for CHDS faculty, staff, students, alumni, and participants to maintain contact

Blackboard

<http://ndu.blackboard.com>

- Class announcements, assignments, and reading material are posted through blackboard
- For 12 courses in 2012, 340 students participated in online distance learning programs using blackboard and Adobe Connect



CHDS Website and Digital Resources

<http://www.ndu.edu/chds/> and

https://digitalndulibrary.ndu.edu/cdm4/search_chdspub.php

- all CHDS digital publications
- 12,306 documents have been viewed/downloaded by online users since Digital Resources was created in November 2010
- NEW Video Library (utilizing Adobe Connect, Streamhoster, and Live Stream) now contains recordings of 20+ events with 1,122 participants viewing live and on-demand since its creation in July 2012



Daily News Roundup

- free multi-language daily news article aggregator compiled by CHDS publications department
- 365 new subscribers since June 2011; total non-CHDS readership 3,019

VTC Programs

CHDS utilizes video-teleconferencing (VTC) technology (including web-based programs such as Adobe Connect) as both part of larger academic programs and also stand-alone events. Through coordination with regional audiences and partner institutions, CHDS can participate in many types of outreach with distant audiences, increasing the visibility of CHDS professors while also taking advantage of technology to reduce costs of time and travel of our in-residence faculty.

In 2012, CHDS faculty members used VTC technology to participate remotely in regional conferences, to guest-lecture in courses taking place at our partner institutions, to participate in strategic dialogue with government leaders from throughout the Hemisphere, and to collaborate with CHDS alumni organizations. VTC programs are quickly becoming one of the primary teaching tools of CHDS professors, and have become integral pieces of larger academic exchanges, including our resident courses, which now often include a VTC component in the distance-learning phase prior to the students' arrival on campus at CHDS.

VTC programs bring new meaning to the concept of face-to-face interaction, allowing CHDS faculty and staff greater opportunities to participate in important academic exchanges with partner institutions and our alumni across the region.

RESEARCH

In FY 2012, CHDS continued to develop a culture of research and to consolidate its goal of developing a preeminent research program for security and defense issues in the Western Hemisphere. A robust program of research satisfies multiple objectives, including support for the interests and policy questions of our stakeholders and clients and professional development of the faculty, which keeps them on the cutting edge of security and defense topics pertinent to the region. This in turn contributes to the improvement of our courses and outreach activities through increased subject matter expertise and publication. CHDS research advertises the knowledge and capabilities to a wide audience, beyond those with which we interact through the course of typical education and outreach activities. It not only helps to cement existing relationships with a diverse community, but also to reach out to attract new members and associates.

In this sense, the research program supports the fundamental mission of the Defense Department Regional Centers: to develop, strengthen, and maintain communities of shared interest on defense and security topics in each region. The unique nature of CHDS research comes from its network of alumni and its special relationships with defense and security related officials, military, police, academics, and journalists throughout the region. This gives CHDS professors special access to primary-source data, thereby increasing the strength of scholarly analysis.

The security of all of the nations in our hemisphere is immensely improved because of [CHDS's] pursuit of excellence in defense education. And all of our children will live in a safer world because of the creative ways in which [CHDS facilitates] face-to-face meetings of defense officials in the hemisphere.

*—former U.S. Secretary of Defense
William J. Perry*

RESEARCH PROGRAM

CHDS faculty members undertake research projects at the request of our stakeholders and regional partners, and the collaborative efforts of our in-residence faculty ensure that each of our research products represents the high level of expertise and critical thinking for which CHDS has received acclaim. CHDS faculty members examine a broad range of topics, including: strategy, policy, how to better organize ministries of defense, defense education, multilateral defense cooperation to combat terrorism, insurgency, and transnational organized crime.

Faculty members first and foremost take advantage of the wonderful resources available in the Washington, D.C., area, including the wide network of think tanks, international delegations, and research institutions. In addition, they also have access to a diverse array of colleagues, CHDS alumni, and friends throughout the region, which allows the faculty an unparalleled view into current events and issues at work in the Hemisphere. Whether through international travel (often accomplished in conjunction with outreach activities, academic event participation, or in-region courses) or through correspondence or VTC technology, CHDS faculty members make the most of each opportunity to gain insight for their ongoing research projects.

CHDS supports its faculty research by offering several outlets for prestigious publication (outlined on the following page.) Many faculty members also often contribute original works in internationally renowned policy journals, think tank publications, and textbooks. CHDS also encourages our students, alumni, and associates to contribute to the research program by conducting investigations of their own, which are then evaluated and published. Incorporating our network into the research program is one of the key ways that the Center fulfills the Secretary of Defense's guidance to engage more with partner nations, and to leverage our partners' capabilities in a climate of austerity and diminishing resources.

CENTER FOR HEMISPHERIC DEFENSE STUDIES
2012 EDITION, No. 1 (APRIL)

REGIONAL INSIGHTS

LATIN AMERICAN OUTLOOK 2017
By R. Evan Ellis
CHDS Associate Professor of National Security Affairs

Abstract: This article addresses the major themes and pivot points of the defense and security environment of Latin America through the next five years. This analysis begins with the projection of nine major emerging themes in the region: the rise of an Asia-oriented political economy; the expansion of Chinese defense engagement; a transformation from Bolivarianism to Chinese Clientelism; indigenous resistance to development and integration; the deepening of the Central American crisis; new technologies and patterns in drug trafficking; emerging Asia-Latin American strategic plans; and the competing concepts of regional integration, all themes that will play out throughout Latin America. The article then lists several issues that could change the direction in which the region is heading, including a catastrophic natural disaster, a significant external economic shock, and a terrorist attack or sustained U.S. military action in the region. Regarding emerging important actors, over the next five years several states will increase their economic and political ties to Latin America, including China, India, Russia, and Iran, while apollo the region Brazil will assume a central role. Latin American militaries will also continue to play an important role in combating transnational organized crime and internal security issues, and responding to natural disasters.

The defense and security environment in Latin America is undergoing a significant transition. This article analyzes some of the current trends and how they might affect the region over the next five years, with a focus on four questions:

- What will be the major themes/trends in the region in 2012 and through 2017?
- What major issues/events could change the direction in which the region is heading?
- Who will be the major actors in the region over the next five years?
- What role will the military play in the region over the next five years?

Because the forecast period is fairly close in, most of the trends that will impact the region during this time have their roots in dynamics that are playing out at the present time.

CHDS Occasional Paper
May 2012 Volume 2 Number 1
Strategic Issues in US/Latin American Relations

Lessons from Colombia's Road to Recovery, 1982-2010

David E. Spencer

Center for Hemispheric Defense Studies
National Defense University

PUBLICATIONS

CHDS continues to produce publications that highlight both the expertise of our faculty and the community of scholars of Western Hemisphere security affairs. The CHDS publications team ably produces all our products in-house, from editing to layout and graphic design. In addition to publishing the projects of CHDS faculty members, the publications staff also provides original content for the website and produces each CHDS Annual Report.

Through outlets such as the *Security and Defense Studies Review* academic journal, "Regional Insights," and "Occasional Papers," CHDS offers compelling analysis and unique perspectives on events and trends in the Hemisphere, security strategies, and the regional and country-specific specialties of our authors. Cognizant of the international nature of our audience and the current budgetary environment, we have begun publishing primarily in digital format, and all of our publications are available online in our digital archives in order to reach the widest circulation possible.

Published in 2012

Regional Insights

Julio Hang, *El Factor Humano en las Fuerzas de Seguridad*

R. Evan Ellis, *Latin America Outlook 2017*

Howard Wiarda, *Brazil as a BRIC*

Occasional Paper Series

David Spencer, *Strategic Issues in US/Latin American Relations: Lessons from Colombia's Road to Recovery, 1982-2010*

Security and Defense Studies Review

Various Contributors, *Volume 12, Nos. 1 and 2*

Security and Defense Studies Review
Interdisciplinary Journal of the Center for Hemispheric Defense Studies
 Volume 12, Numbers 1 & 2
 Fall - Winter 2011
 ISSN: 1523-2285

POLICY STATEMENTS
 Crescencio Arcos, "U.S.-Latin American Security Ties: Episodes, Relationships"
 Maria Luisa Parraguez Kobek, "Securing Defense and Cooperation in South America: Geopolitical Changes, UNASUR, and the SDC"
 R. Evan Ellis, "The United States and China in Latin America: Cooperation and Competition"

COOPERATION AND CONTROVERSY
 Kevin Newmeyer, "The Honduran Coup of 2009 and the Inter-American Democratic Charter"
 Howard J. Wiarda and Hillary Collins, "Constitutional Coups? Military Intervention in Latin America"
 Hamán Castillo, "Cultura Política y Fuerzas Armadas en Venezuela"
 Luis Hernández, "El Control Civil de las Fuerzas Armadas en el Ecuador. ¿Hemos Fallado?"

COUNTRY AND REGIONAL ISSUES
 Ivelaw Lloyd Griffith, "Political Acumen and Geopolitical Anxiety in Burma"
 David Spencer, "The Evolution and Implementation of FARC Strategy: Insights from its Internal Documents"
 Sergio Luis Cruz Aguilar, "A Participación Sud-Americana Nas Operações do Pzaz da ONU. Algumas Considerações"
 Joana Gilta, Review of Cristina Mattarozzi and Alberto Barrera Tjassola, Hugo Chávez
 Patricia Kehoe, Review of Hal Brands, *Latin America's Cold War*
 Calina Reaygo, Review of Joseph Nye, *The Culture of Power*
 Richard W. Taylor, Review of Jorge C. Castellanos, *Making Forever: Mexico and the Mexicans*
 Vicente Torrijos, "La Legítima Defensa en Perspectiva"
 Juan Carlos Gómez, "La Utilización de las Fuerzas Militares en un Ambiente Civilizado y no de Guerra. Desafíos del Siglo XXI"

STRATEGIC AND SECURITY ISSUES
 Jaime García Covarrubias, "Liderazgo Estratégico en Colombia"
 W. Alejandro Sánchez, "Savage Joins: Understanding the New Wave of Armed Groups in Latin America"
 Vicente Torrijos, "La Legítima Defensa en Perspectiva"
 Juan Carlos Gómez, "La Utilización de las Fuerzas Militares en un Ambiente Civilizado y no de Guerra. Desafíos del Siglo XXI"

CENTER FOR HEMISPHERIC DEFENSE STUDIES
 2012 EDITION, No. 2
REGIONAL INSIGHTS
 Brazil as a BRIC
 by Howard Wiarda

LEADS and disruptions come and go like passing storms, a few years ago the term used to designate the spread among developing nations was "BRIC" or Big-Emerging Markets. Today the term of usage, invented by Goldman Sachs, is "BRIC," which stands for Brazil, Russia, India, and China.

Brazil is on both lists, along with India and China, a reflection of the fact that over a forty-five year period, Brazil has been one of the highest and most consistent performers among developing nations, and is widely recognized as a future global, or at least regional, power. Brazil has not reached the growth levels of the East Asian economies, but it is not far behind either. There is an old adage about Brazil: "Brazil is the land of the future—and always will be." Meaning that Brazil has great potential but will never fully realize it. And even now there are many Brazilians who, on social, economic, educational, or even racial grounds, believe it will never quite make it as a global force.

Emphasizing the Positive

However, Brazil is in a way. Never before have so many been so optimistic about Brazil's future. Of course there are many hurdles (educational lag), but there is at least one reason the many reasons to be hopeful about Brazil. We also need to consider Brazil in the light of other BRICs or BEMs. The reasons has major implications for U.S. foreign policy:

- Economic Growth.** Brazil has maintained high growth levels for more than four decades. Not quite at the levels of Japan, South Korea, Hong Kong, Taiwan, Singapore, and now China, but, at present or more in a year for long periods, impressive nonetheless. Currently Brazil's economy is in the doldrums, along with the rest of the world's economies, but it hasn't fallen as far as the United States, and, with its vast resources and recent petroleum finds, everyone expects a rapid turnaround. Brazil's GDP is among the top ten in the world.
- Security.** Brazil is now, officially, a middle class society—more than 50 percent. If W.W. Rostow, S.M. Lipset, Karl Deutsch, and much of the development literature have any validity at all, Brazil should have a stable and democratic future.
- Inequality.** Like many developing countries, Brazil has vast social and economic gaps between rich and poor—among the worst in the world. But with the recent, imaginative *Índice Social* (Socially "Ready" year), which gives aid to the poor in a social manner that forces them to look for work, improve themselves, and get education and health care for their children, Brazil is one of the few nations in the world that has taken such a step.

An earlier version of this article appeared in two parts in Howard J. Wiarda (ed.) *Latin America: Cooperation, Politics and International Affairs*, vol. 11, no. 10, and vol. 1, no. 1. These appear now hand and new research reports in Brazil in Summer 2010 and Summer 2011. Howard J. Wiarda is CHDS Associate Director for Research and Publications and CHDS.

Regional Insights is a publication of the Center for Hemispheric Defense Studies. The views expressed are those of the author and do not necessarily reflect those of the Center for Hemispheric Defense Studies, the Department of Defense, or the U.S. government. Copies of CHDS publications can be obtained on the CHDS website at <http://www.chds.edu>.

CENTER FOR HEMISPHERIC DEFENSE STUDIES
 2011 EDITION, No. 2 (OCTUBRE 1)
REGIONAL INSIGHTS
 EN ESPAÑOL
EL FACTOR HUMANO EN LAS FUERZAS DE SEGURIDAD
 Por Julio Hang, CHDS profesor visitante.

Abstract: En todo los países los recursos humanos que crecen a las fuerzas de seguridad en el desarrollo consisten de la seguridad nacional, desde que prospera de la misma medida que crece la seguridad, con un fuerte énfasis de la cultura brasileña. En la participación activa de la sociedad, una vez mejor particular en el campo de los recursos humanos necesarios y el apoyo a la labor regular de defensa. La seguridad que es realmente importante problema, así que sea gratis.

Introducción

Es ampliamente conocido que la principal demanda común de los pueblos latinoamericanos es la necesidad por la seguridad. Insensiblemente se manifiesta en mayor grado en las grandes ciudades, pero que no está ausente de las pequeñas y medianas ciudades, en particular en las zonas fronterizas y en las zonas cercanas de la frontera exterior. En los países que pueden elegir a los gobiernos, responsables del ejercicio del monopolio de la violencia y de la imposición de la ley, se encuentra a las fuerzas de seguridad como las responsables sobre las que para la seguridad, el control de la violencia y la cooperación directa por la ley, se crean, por lo que crece en la seguridad, por la participación ciudadana, así que por muchos de los países que evidencian la falta de recursos en la seguridad. La participación de la sociedad en la búsqueda de la solución a estos problemas surge de tres formas, un género de organización para el reclutamiento de personal, un caso de supervisión controlada de las fuerzas de seguridad, un caso de participación en investigación de casos, pero en todos los casos los recursos humanos que crecen a las fuerzas de seguridad son el elemento central de la seguridad, protección de la misma sociedad que debe la seguridad y una parte importante de la relación con el estado. Una conclusión: Es imposible hablar de seguridad pública en una sociedad democrática sin poder contar con la policía como elemento vital y seguro."

CHDS, Chatham House de San Salvador sobre Seguridad en las Américas (Privacy), Act. 1, 2, Pág. 1, marzo 2011.
 2 Anderson, Martin E. "La Policía," Ed. Sudamericana, Buenos Aires, 2002, Pág. 360.

CHDS Regional Insights es un portal público información original sobre América y seguridad en el Hemisferio Occidental. Los opiniones, contribuciones y recomendaciones expresadas en esta publicación son de la exclusiva responsabilidad de sus autores y no reflejan necesariamente las puntos de vista oficiales del Departamento de Defensa o de ninguna otra agencia del gobierno de EE. UU. Las publicaciones del CHDS no están sujetas a derecho de autor. Se permite su publicación en el sitio web del CHDS y está disponible en forma impresa en dicho sitio: <http://www.chds.edu>.

MEASURES OF EFFECTIVENESS



The CHDS philosophy on learning presumes that it is a lifelong activity for participants as well as our faculty and staff. The broad range of activities included in the annual CHDS academic offering and the diversity of our participants requires an adaptive approach. Deepening the appreciation for cooperative approaches to security issues in an atmosphere of trust, mutual respect, transparency, academic freedom, and non-attribution is at the core of all of the Center’s educational activities, and our success in accomplishing that goal is found in a comprehensive analysis of each year’s activities. Policy guidance itself serves as the benchmark or “performance standard” for determining whether CHDS’s programs have successfully contributed to the achievement of the strategic ends envisioned by our stakeholders.

We measure the extent to which CHDS programs widen perspectives and enhance critical thinking throughout the region as well as improve U.S. policy deliberations by providing regional insights. Owing to the evolutionary nature of U.S. strategic priorities and the priorities of our regional partners, assessments are not singular events but rather a continuous process focused on the interconnectedness of CHDS programs and the needs of our stakeholders.



DATA AND ANALYSIS

By analyzing course graduate surveys, feedback from stakeholders and partner nation governments, alumni community activities and outreach, and internal assessments, the CHDS faculty and staff is able to measure our effectiveness at meeting the following mission requirements:

- Enhancing regional security through the creation of collaborative communities of interest among military and civilian officials from States of the Western Hemisphere and examining fundamental causes of relevant security challenges and the most effective means to counter them;
- Strengthening sustainable individual and institutional capacity at the national and transnational level to enhance national, regional, and international security consistent with the norms of democratic governance and civil-military relations;
- Fostering defense support to civil authorities in dealing with disasters in a manner consistent with each country's legal, historical, and cultural norms and the proper role of the military in democratic societies; and
- Promoting critical thinking on global security issues, as related to the Western Hemisphere.

Indicators of CHDS effectiveness can be found throughout this Annual Report, and the following assessment highlights the success of the educational programs detailed elsewhere in this report.

According to a March-August 2012 Course Graduate Survey:*

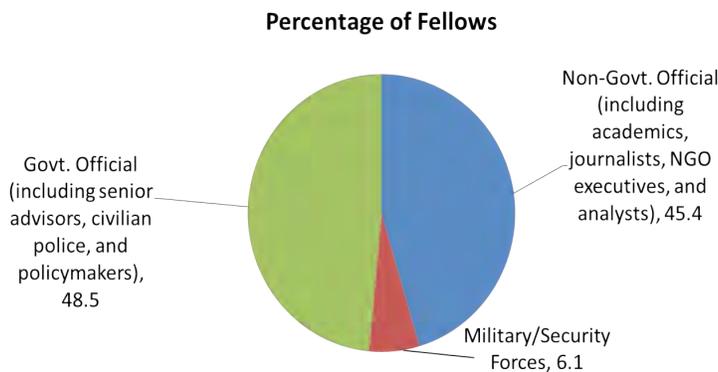
97.9% of respondents feel more qualified to comprehend, analyze, and evaluate subjects related to security and defense as a result of their experiences at CHDS.

91% of respondents are more confident in their comprehension of U.S. defense and security and policy (and as a result, are more knowledgeable about working collaboratively with the U.S. government on issues of defense and security policy).

96.5% of respondents are more confident in their comprehension of the benefits of international cooperation and inter-institutional coordination in order to face common challenges.

**146 total respondents*

This chart represents the diversity of the CHDS student body, drawing from a survey of 146 2012 course graduates

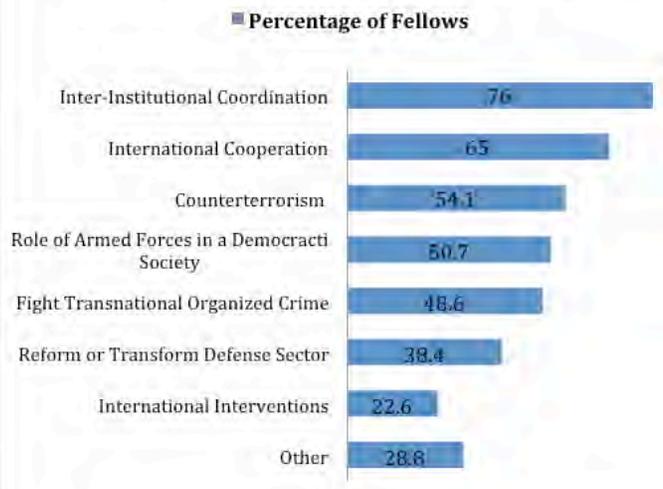


In 2012, submissions from seven former CHDS course participants were selected for publication in CHDS outlets, including the *Security and Defense Studies Review Journal*, and twenty have published works in prestigious regional and international outlets.

CHDS courses and events are highly regarded, not just by international partners and alumni, but also by U.S. government and military participants. Chief Warrant Officer 2 Mark Roland, a graduate of the March 2012 SDP course, described the benefits of the CHDS program in the October 2012 issue of *Special Warfare Magazine*:

“[CHDS] provided a world-class education in defense and security strategy, [Spanish] language immersion, and interaction with military and civilian leadership from more than 26 countries in Central and South America... With a group of educated, concerned leaders frankly discussing the issues they face, many walls can be broken down in a short time.”

This chart demonstrates the variety of areas in which surveyed 2012 graduates feel that they have used CHDS-taught concepts at work*



From Left : NDU Vice President AMB Nancy McElDowney; Chief of Defense Staff, Canadian Forces, Gen. Walt Natynczyk; Dr. Downie; and Canadian Defense Attaché RADM Richard Greenwood

FY2012 BY THE NUMBERS

303 total events

866 total Fellows

13,950 total participants

33 official visits, comprising a total of **905** official visitors

45 VTC Programs (**300%** increase from 15 in FY 2011)

75% of courses with a distance learning phase (**100%** of D.C.-based courses)

23 alumni associations throughout the Western Hemisphere

3,166 CHDS Daily News Roundup subscribers, with **315** new subscribers in 2012

Total reach of Facebook (English) **69,155**

Total reach of Facebook (Spanish) **28,869**

23 partner nation requests for assistance



15 Successful Years of Service to the U.S. Government and Our Regional Partners

SPECIAL RECOGNITION



CHDS had much to celebrate in 2012, from the successful completion of our ambitious program of courses, events, and publications, to our 15th anniversary this September.

In addition to these milestones that represent the hard work and collaboration of our entire staff and faculty, CHDS also presented the annual Dr. William J. Perry Award for Excellence in Security and Defense Education to two institutions and one individual. Each year since 2007, when it was first created, the Perry Award has honored institutions and individuals for outstanding work in the field of security and defense education. This year's recognized parties are listed below:

The Honorable Peter MacKay

The Honorable Peter MacKay, Canada's Minister of Defense, was selected for the 2012 Perry Award, individual category, as a result of his active promotion of Canadian participation in multinational organizations that strengthen hemispheric security, with particular emphasis on regional emergency relief capacity. Minister MacKay has promoted cooperation and collaboration at the highest levels of government and remains an integral supporter of the Conference of the Defense Ministers of the Americas and the Inter-American Defense Board.



Regional Security System (RSS)

The Regional Security System, based at the Paragon Centre in Barbados, was awarded the 2012 Perry Award, institutional category, for its important role in advancing an environment of collaborative security and stability in the Caribbean. The RSS counts Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent and the Grenadines as members, and works in concert with several other regional and multilateral security cooperative efforts. The Perry Award was accepted by Mr. Grantley Wilson, Coordinator of the RSS.



Western Hemisphere Institute for Security Cooperation (WHINSEC)

WHINSEC was also awarded the Perry Award in 2012 for its consistent and significant contributions in the fields of defense and security education. Additionally, WHINSEC's faculty and staff have worked tirelessly to develop a cooperative environment to share best practices in pursuit of improved security cooperation among all nations of the Western Hemisphere. The award was accepted by Col. Glenn Huber, WHINSEC Commandant; Dr. Johanna Mendelson Forman, WHINSEC Board of Visitors Chair; and Colombian Army Col. Alberto Sepulveda, WHINSEC Assistant Commandant.



Center for Hemispheric Defense Studies as of September 30, 2012

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Deputy Director	Mr. Kenneth LaPlante
SOUTHCOM Executive LNO	Mr. Steven A. Meyer
NORTHCOM Executive LNO	Mr. Rick Taylor
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Executive Administrative Assistant	Ms. Denise Alvarez
Associate Director, Research and Publications	Dr. Howard Wiarda
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Strategic Program Manager	Mr. Michael Mann
Assistant Editor	Ms. Patricia Kehoe

Dean, Academic Affairs

Dean Dr. Luis Bitencourt

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Professor	Dr. Jaime García
Professor	Dr. Michael Gold-Biss
Associate Professor	Dr. Patricia Escamilla-Hamm
Chief of Defense Chair	GEN (Ret.) Carlos Ospina
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Assistant Professor	Ms. Celina Realuyo
Assistant Professor	Mr. Pat Paterson
Assistant Professor	Dr. Alejandro Arbeláez
Assistant Professor	Dr. David Spencer
Management Analyst	Ms. Suzanne Heist
Research Analyst	Ms. Andrea Moreno*

Outreach and Research

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Professor	Dr. Luis Kun
Professor	Dr. Salvador Raza
Associate Professor	Dr. Isidro Sepúlveda
Associate Professor	Dr. R. Evan Ellis
Assistant Professor	Mr. Kevin Newmeyer
Assistant Professor	Mr. Boris Saavedra
Assistant Professor	RADM (Ret.) Pedro De La Fuente

Dean, Students, Administration, and Outreach

Dean MG (Ret.) John Thompson

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Coordinator	Ms. Linda Denning
Coordinator	Mr. Chris Hannigan
Coordinator	Mr. Michael Patykula*
Educational Support PM	Mr. Frank McGurk*
Student Support	Ms. Audete Ramos*
Student Support	Ms. Lourdes Wilson*
Student Support	Ms. Alzira Fernandes*

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Assistant Registrar	Ms. Georgina Crovetto
Assistant Registrar	Mr. Henry Tweddle
Institutional Relations Coordinator	Ms. Kara O’Ryan
Assistant Alumni Coordinator	Ms. Faith Pippin
Multimedia Specialist	Ms. Vivian Rodríguez

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Protocol	Ms. Maria Martinez
Protocol	Ms. Monica Stapleton*
Program Specialist	Ms. Alicia Torres-Ferrer
Resource Manager	Ms. Rosalind Green
Budget Specialist	Ms. Mildred Belton*

Information Technology

Chief CTO/CIO	Mr. Raul Neine
Web Technician	Mr. Alex Podpoly
Database Specialist	Ms. Alicia Beall*

** indicates that employee is an Educational Support Contractor*

FACT SHEET

RESIDENT COURSES	<p>Strategy and Defense Policy (SDP) course (1998–2012)</p> <ul style="list-style-type: none"> • 1,675 graduates • 36 countries <p>Caribbean Defense and Security Course (CDSC) 1998–2012</p> <ul style="list-style-type: none"> • 458 graduates • 36 countries <p>Advanced Courses (six topics) 2007–2012</p> <ul style="list-style-type: none"> • 329 graduates • 34 countries <p>Amistad—“Defense Transformation” course with Inter-American Defense College (IADC) 2001–2009</p> <ul style="list-style-type: none"> • 547 graduates • 22 countries 	<p>Inter-Agency Coordination and Combating Terrorism (ICCT) 2004–2011</p> <ul style="list-style-type: none"> • 515 graduates • 27 countries <p>Perspectives on Homeland Security and Defense (PHSD) 2009–2012</p> <ul style="list-style-type: none"> • 156 graduates • 20 countries <p>Senior Executive Dialogue (SED) 2004–2012</p> <ul style="list-style-type: none"> • 116 graduates • Ministers, Vice-Ministers, Chiefs of Defense <p>Combating Transnational Organized Crime (CTOC) 2011–2012</p> <ul style="list-style-type: none"> • 95 graduates • 18 countries <p>Washington Security and Defense Seminar (WSDS) for the Washington D.C., diplomatic community 1998–2011</p> <ul style="list-style-type: none"> • 588 graduates • 34 countries 																									
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">OUTREACH</p> <p>Education in Defense Seminars (EDS) and Research and Education in Defense Security Studies Seminars (REDES) 1998–2003</p> <ul style="list-style-type: none"> • 1,274 participants • 39 countries <p>Sub-Regional Conferences (SRC) 2005–2011</p> <ul style="list-style-type: none"> • 1,028 participants • 24 countries <p>Advanced Policymaking Seminars (APS) 2004–2011</p> <ul style="list-style-type: none"> • 442 participants • 33 countries <p>NationLabs 2008–2012</p> <ul style="list-style-type: none"> • Computer simulation exercises with partner institution (National War Colleges, universities, and the Inter-American Defense College) • 22 countries • 2,495 participants <p>National Security Planning Workshops (NSPW) 2004–2012</p> <ul style="list-style-type: none"> • 14 events in 10 countries • 500 senior leaders in attendance 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ALUMNI</p> <p>Alumni Associations (23)</p> <table border="0"> <tr> <td>Argentina</td> <td>Honduras</td> </tr> <tr> <td>Belize *</td> <td>Jamaica</td> </tr> <tr> <td>Bolivia</td> <td>Panama</td> </tr> <tr> <td>Brazil *</td> <td>Paraguay</td> </tr> <tr> <td>Chile</td> <td>Peru</td> </tr> <tr> <td>Colombia</td> <td>Trinidad & Tobago</td> </tr> <tr> <td>Costa Rica *</td> <td>Uruguay</td> </tr> <tr> <td>Dominican Republic</td> <td>Venezuela</td> </tr> <tr> <td>Ecuador</td> <td>United States</td> </tr> <tr> <td>El Salvador</td> <td>Caribbean Regional Association*</td> </tr> <tr> <td>Guatemala</td> <td></td> </tr> <tr> <td>Guyana</td> <td></td> </tr> <tr> <td>Haiti *</td> <td><i>*forming association</i></td> </tr> </table>	Argentina	Honduras	Belize *	Jamaica	Bolivia	Panama	Brazil *	Paraguay	Chile	Peru	Colombia	Trinidad & Tobago	Costa Rica *	Uruguay	Dominican Republic	Venezuela	Ecuador	United States	El Salvador	Caribbean Regional Association*	Guatemala		Guyana		Haiti *
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	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">PUBLICATIONS</p> <p>2012 Publications</p> <p>Regional Insights</p> <ul style="list-style-type: none"> • Julio Hang, <i>El Factor Humano en las Fuerzas de Seguridad</i> • R. Evan Ellis, <i>Latin America Outlook 2017</i> • Howard Wiarda, <i>Brazil as a BRIC</i> <p>Occasional Paper Series</p> <ul style="list-style-type: none"> • David Spencer, <i>Strategic Issues in US/Latin American Relations: Lessons from Colombia's Road to Recovery, 1982–2010</i> <p>Security and Defense Studies Review</p> <ul style="list-style-type: none"> • Various Contributors, <i>Volume 12, Nos. 1 and 2</i> 																										



Center for Hemispheric Defense Studies
National Defense University
Abraham Lincoln Hall
260 5th Ave. Bldg. 64
Washington, DC 20319-5066